

SECRET

WEEDING OUT

1. The Director's Authority overrides the Veterans' Preference Act, and can be used at any time for cases other than security rejects. However, the cases must be good cases and well documented before we go to court to test the Director's Authority. The Director's Authority should not be abused.

2. The determination to weed out the marginal performer should be made as early as possible. The longer a case drags on, the more difficult it becomes.

3. Supervisors are reluctant to prefer charges because they don't like to fire people. When Fitness Reports are prepared, quite often supervisors are reluctant to talk to people about their weaknesses. Therefore, in many cases, Fitness Reports are not entirely truthful.

4. Becoming a member of the CIA Career Staff provides no legal basis for protection of the individual. Procedures have been established to easily remove individual from the Career Staff.

5. Identification of marginal employees during period of expansion is just as important as identification during periods of contraction.

6. Supervisors should be trained to face up to the marginal individual and present the facts. Past experience has shown that this method has been very successful in getting the individual to resign. The formal procedure should not be used until the informal approach has been tried.

7. The Office of Personnel is willing to take on the chore of writing up the case of a marginal performer so that the operator is not burdened with administrative matters.

8. The early determination of suitability to the Agency should be made as well as suitability to the present position.

9. It was the consensus of opinion that Periodic Step-Increases should have no relationship to conduct and performance but should only be a small raise for longevity.

10. Some type of educational program for supervisors should be conducted to teach them how to weed out these individuals, and to let them know that this can be done without too much difficulty.

11. Termination should follow after a refusal of an overseas assignment for insufficient reasons.